CREDIBILITY IS THE FOUNDATION

Jim Kouzes

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Imagine someone walked into this room right now and said, “Hi! I’m your new leader.” What would you want to ask this person?

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Objectives

1. Identify to whom people look for their models of exemplary leadership.
2. Name the one attribute that is the universal foundation of all leadership.
3. Discuss why finding one's voice is essential to gaining commitment to organizational values.
4. Identify the social glue that holds leader and constituent relationships together.

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Objectives

5. Discuss the practice that explains more of a leader's impact on others than any other practice.
6. Identify the behavior which most inhibits leaders from becoming the best learners and the best teachers..
7. Apply these lessons to leading pay-for-performance systems.
8. Recite the secret to success in life.

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1

You are the most important leader

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“Dad. Call somebody in here and….”

Gary McBee’s son at 7 years old

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ROLE MODELS

- Business leader
- Community leader
- Entertainer
- Family members
- Political leader
- Professional athlete
- Teacher or coach
- None/Other/Not sure

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ROLE MODELS

- Family members …… 40%
- Teacher or coach …….. 26%
- Community leader ……. 11%
- Business leader …….. 7%
- Political leader ……. 4%
- Professional athlete ……..…. 3%
- Entertainer …… 2%
- None/Other/Not sure ……. 7%

Source: Public Allies Survey 1998

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The leaders who have the most influence are the leaders

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are

Immediate managers have more influence on…

- ✓ People's desire to stay or leave,
- ✓ the trajectory of careers,
- ✓ the ethical behavior,
- ✓ the ability to effectively perform a job, and
- ✓ the motivation to share values and vision

…than CEOs and other senior executives.

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Supervisor Rating	Likely to Leave
Excellent	11 %
Poor	40%

Source: Spherion & Lou Harris Associates

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You

are the most important leader in

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Credibility is *still* the foundation

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What do *you* look for and admire in a leader, someone whose direction

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___ Ambitious
___ Broad-minded
___ Caring
___ Competent
___ Cooperative
___ Courageous
___ Dependable
___ Determined
___ Fair-minded
___ Forward-looking
___ Honest
___ Imaginative
___ Independent
___ Inspiring
___ Intelligent
___ Loyal
___ Mature
___ Self-controlled
___ Straightforward
___ Supportive

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Total Sample

16%	Ambitious
35%	Broad-minded
22%	Caring
68%	Competent
25%	Cooperative
25%	Courageous
34%	Dependable
25%	Determined
39%	Fair-minded
71%	Forward-looking
89%	Honest
17%	Imaginative
4%	Independent
69%	Inspiring
48%	Intelligent
18%	Loyal
15%	Mature
10%	Self-controlled
36%	Straightforward
35%	Supportive

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NSPS Conference

_% Ambitious
_% Broad-minded
_% Caring
_% Competent
_% Cooperative
_% Courageous
_% Dependable
_% Determined
_% Fair-minded
_% Forward-looking
_% Honest
_% Imaginative
_% Independent
_% Inspiring
_% Intelligent
_% Loyal
_% Mature
_% Self-controlled
_% Straightforward
_% Supportive

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Admired Leaders

- Honest
- Forward-looking
- Competent
- Inspiring

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Admired Leaders

- Honest
- Forward-looking
- Competent
- Inspiring

Credibility

- Trustworthiness
- Expertise
- Dynamism

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The First Law of Leadership

If you don't believe in the messenger, you won't believe the

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3

Finding your voice is essential

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is credibility behaviorally?

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DWYSYWD

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“At the core of becoming a leader is the need always to connect one’s voice to one’s touch.”

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course,
a prior task –
finding one's
voice
in the first
place."

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there was no magic that was going to happen. It was now up to me to decide, ‘What’s my framework for living?’

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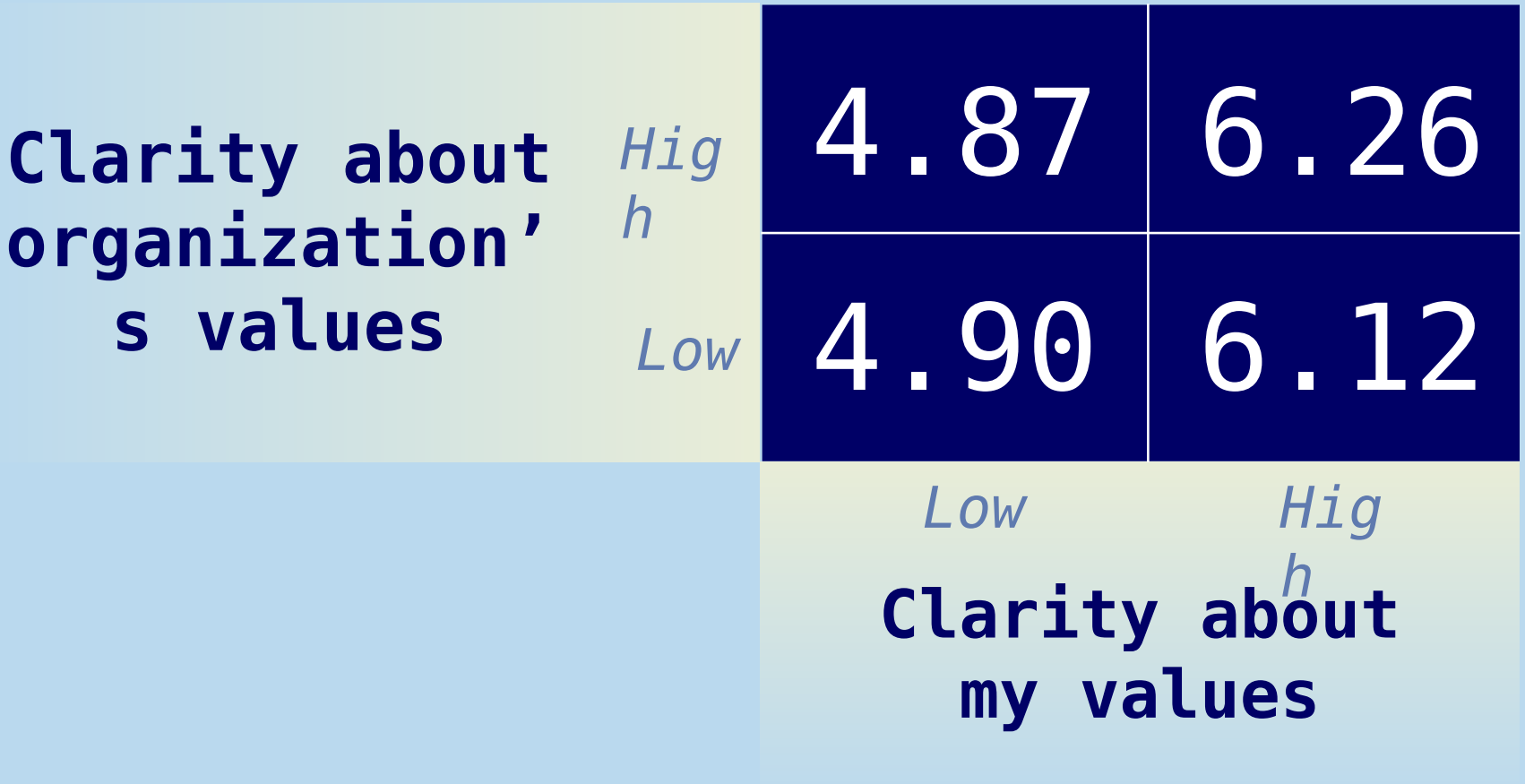
Employee Commitment



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Values Sort

Using the “What’s Important to Me?” worksheet, select your top five values. If the principles you hold dear are not on the list, write them

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Shared Values Make a Difference

- More personally successful
- More committed to the firm and key stakeholders
- More willing to work harder and longer hours
- Clearer about organizational values

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Shared Values Make a Difference

- Less personal and job stress
- Greater importance of organizational goals
- Stronger beliefs in organization's ethics

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where values congruence was highest…… heightened levels of organizational commitment and resilience were underpinned.

"Organizational Storytelling as a Leadership Conduit During Turbulent Times"

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Values Question

Where might there be conflicts between personal values and the values explicit or implicit in a pay for performance system?

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Trust is the social glue.

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Trust Rules!

1. You have to keep working on trust and never take it for granted.
2. Sometimes trust breaks down. When it does, see rule #1.

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Strongest Predictors of Trust in the Leader

- Common values among team members and the leader.
- Communicating a collective, values-driven vision.
- Consulting team members when making important decisions.

Source: N. Gillespie & L. Mann, “Transformational Leadership and Shared Values: The Building Blocks of Trust,” *Journal of*

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however, that all things being equal, we will work harder and more effectively for people we like. And we like them in direct proportion to how they make us feel.”

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combination for predicting success is relevant previous experience and a high level of emotional intelligence.”

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Relationship Lesson: Take One

Randy Pausch: “Do you think this is a good idea?”

“Dean Wormer”: “I

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Relationship Lesson: Take Two

Randy Pausch: “Do you think this is a good idea?”

Dean of Sponsored Research “I don’t have information

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the same thing:
They didn't know
if this sabbatical
was a good idea.
But think about
how differently
they said it!"

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"I may not be the most knowledgeable person...
but I know how to get people to think well about themselves."

Joyce Clifford
Vice President of Nursing

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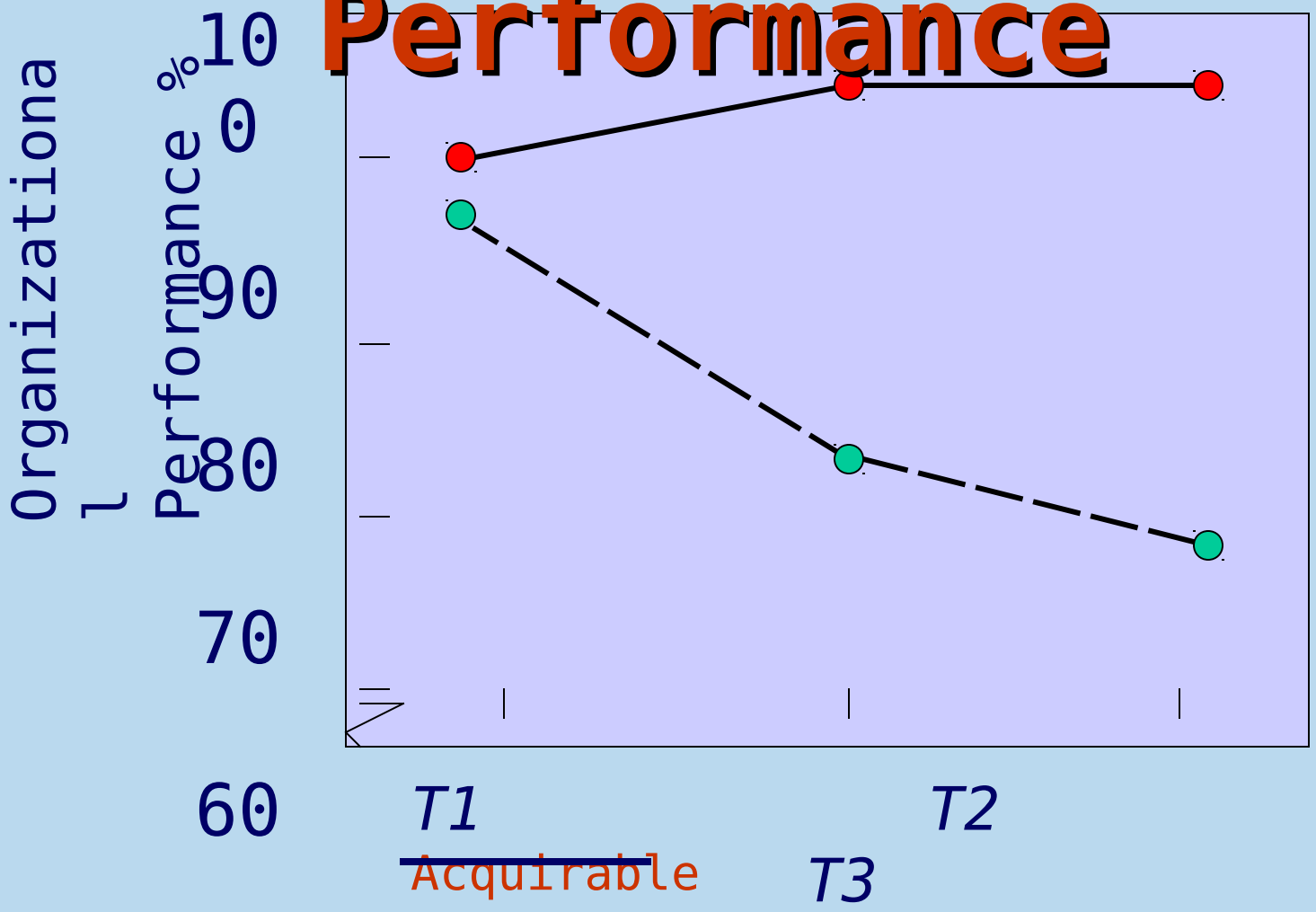
Ability and Performance



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Magic Ratio

3 : 1

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"Keep up the good work, whatever it is, whoever you are."

4

It's what you do that counts the

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DWYSYWD

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What evidence exists that we are living our values and making decisions consistent with our values?”

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strongly believed their managers followed through on promises and demonstrated the values they preached were substantially more profitable than those whose managers scored average or lower.”

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described their officers as “role models” had significantly higher levels of academic, military, and athletic performance.

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More of a leader's impact is explained by Model the Way than by any

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opportunities are presented to everyone. What makes the difference between being a leader or not is how you respond *in the moment.”*

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In the Moment

00:03:05

According to Gloria Mark, UC Irvine

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lookout for

ways to establish myself as the leader from the moment I set foot on the

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Leadership is done conversation by conversation, decision by decision in real time.”

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5

The best leaders are teachers.

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talent

≠

expertis

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experience ≠ expertise

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“What’s the best way to learn something?

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when teaching others. My third employer was the youngest of three senior partners of a bank. . . . Once a week or so he would sit down with me and talk about the way he saw the world. . . . In the end, I think he learned more than I did from our little talks.”

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consistently engaged in leadership practices more frequently than those in the low learning category.”

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Two hours per day if you want to stay the same. More if you want to get better.”

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How Much?

10 years

10,000 hours

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2.7/day

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of expertise
requires coaches
who are capable
of giving
constructive,
even painful,
feedback.”

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LEADERS ARE LEARNERS, BUT…

Of the 30 items, the item on which leaders score the lowest is:

#16 asks for feedback on how my actions affect other people's performance.

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leader caught between unloving critics and uncritical lovers.”

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"where do I start becoming a better leader? …. I found that every day I had an opportunity to make a small difference."

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someone better, I could have listened better, I could have been more positive toward people, I could have said ‘thank you’ more often, I could have… the list just went on.”

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Make a Difference

As a result of what you have learned today, what one thing will you do to improve your leadership?

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The Secret to Success in Life

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become your

words;

Be careful of your words,

for your words become your

deeds;

Be careful of your deeds,

for your deeds become your

habits;

Be careful of your habits,

for your habits become your

character.

Be careful of your character,

for your character becomes your

destiny.

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How do we develop leaders for the future?

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Love ‘em and Lead ‘em!

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THANK YOU